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ABSTRACT

This book discusses the development and significance of managers and management in universities and colleges, focusing on management that involves the development of different ways of talking, acting, and relating to people at work. It draws on interviews with more than 70 senior managers from 4 universities and 4 further education colleges in the United Kingdom to explore the repositioning of academics as managers and other factors in the "making" of these administrators. The experiences of these managers provide a detailed look at the role of the administrator in contemporary further and higher education in Britain as postcompulsory education has been required to operate on a more commercial basis, and universities and colleges are increasingly regarded as small to medium-sized enterprises. The book also considers the role of the female manager in higher education. The chapters are: (1) "Making Sense of 'Managers' in Colleges and Universities"; (2) "Reading the 'Manager': A Critical Conceptual Framework"; (3) "Further and Higher Education's Turbulent Years"; (4) "'Doing the Business': Constructing the 'Manager' in Further Education;"; (5) "Making Managers in Universities"; (6) "Just How Managed Is the New Higher Education?" (7) "Just How Managed Is the New Further Education?" (8) "Man-aging and Wo-managing Colleges?" and (9) "University Management: Is It Men's Work?" An appendix discusses research sites and methods. (Contains 3 figures and 468 references.) (SLD)

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